



**California State Board of Pharmacy**

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STATE AND CONSUMER SERVICES AGENCY  
DEPARTMENT OF CONSUMER AFFAIRS  
GOVERNOR EDMUND G. BROWN JR.

**ORGANIZATIONAL DEVELOPMENT COMMITTEE**

Stan Weisser, RPh, Chairperson, Board President  
Randy Kajioka, PharmD, Board Vice-President

The Organizational Development Committee has not met this quarter.

**a. Budget Update/Report**

**1. Budget Report for 2010/11**

**Attachment 1**

This budget year began July 1, 2010 and will end June 30, 2011. End of the year budget closure provisions are kicking in (purchase restrictions, roundup and submission of travel expenses, etc.) that typically occur as budget staff attempt to close the books on the year.

**Attachment 1** displays various graphs depicting board revenue and expenditures for the first nine months of the fiscal year 2010-11.

**Expenditures (as of March 2011): \$7,725,502 (actual)**

Maximum spending authority for year: \$12,800,000

**Revenue Collected (as of March 2011): \$10,331,726**

Regarding expenditures: the board has spent 56 percent of its budget to date on personnel expenses, 21 percent on AG and OAH expenses, and 1 percent(!) on travel.

Regarding revenue: the board has collected 88 percent of its revenue from fees, 3 percent from cost recovery and 9 percent from citations and fines.

Also of note in the 2010/11 budget has been an augmentation of \$2,668,000 this year to establish 22.5 new positions in the board's enforcement unit and 2 new positions in the licensing unit. Regrettably due to hiring freeze restrictions, and mandated budget reductions in staffing, the board has been unable to fill most of these provisions. The need for these staff were demonstrated during the prior fiscal year as necessary to meet the department established goal to ensure the average case closure time for formal discipline, from receipt of

the complaint to final vote of the board, occurs within 12 to 18 months. This was a primary outcome of the Consumer Protection Enforcement Initiative (CPEI). The additional licensing staff were necessary to address the significant increase in pharmacy technician applications the board has continued to receive as well as the increase in workload associated with processing several other types of applications (including change in pharmacist-in-charge form and processing discontinuance of business forms).

## **2. Fund Condition Report**

### **Attachment 2**

According to a fund condition report prepared by the department (**Attachment 2**), the board will have the following fund conditions at the end of the identified fiscal years:

2009/10	\$12,411,000	11.6 months in reserve (actual)
2010/11	\$9,954,000	8.4 months in reserve
2011/12	\$6,005,000	5 months in reserve
2012/13	\$2,806,000	2.3 months in reserve

The board will continue to closely monitor its fund condition to ensure the fiscal integrity of the board's operations.

## **3. Budget Change Proposals for the 2011/12 Budget**

The board did not receive approval for the BCP submitted. No additional information can be provided.

## **4. Update on BreEZe and DCA's Plans for a New Computer System**

For a number of years, the department has worked to replace and/or enhance its legacy licensing and enforcement tracking systems used by most DCA agencies that were developed in the 1980s. A few years ago, the department initiated an "I-Licensing" project which would have offered online application and renewal of licenses (a much needed relief from mail-in renewals).

Nearly two years ago, DCA's proposed Consumer Protection Enforcement Initiative also sought computer system upgrades with a new proposal for a department-wide computer system called BreEZe. Once in place the new system would allow for online renewal and application processing, and will also replace the board's Consumer Affairs Systems and the Applicant Tracking System. BreEZe will piggyback on the efforts of the initial I-Licensing system and will ultimately allow for improved services for applicants and licensees as well as provide for a more robust internal computer system.

The board is about 2-3 years away from changing to this new system. The executive officer has been an executive sponsor of this project, and the assistant executive officer has chaired a work group to standardize many of the forms that will be produced by the new system (this is a very diverse and complex project since boards over the years have developed their own forms to fit their needs, which if not standardized will add substantial expense to a new system).

## **5. Reimbursement to Board Members**

### **Attachment 3**

Expenses and per diem payments to board members are provided in **Attachment 3**. These are hours and expenses claimed by board members during the indicated periods. Board members are paid for each day of a board meeting, but in accordance with board policy, may also submit hours for work performed doing additional board business.

### **b. Future Development of a Strategic Plan for 2011/12 to 2016/17**

About every five years the board develops a new strategic plan that will guide the board for the following five years. The board truly manages its operations by its strategic plan. During each board meeting, updates are provided as one way to measure the board's activities and effectiveness. In addition, on an annual basis, each committee reviews the plan and offers recommendations to the full board to make updates.

The current plan was developed in 2006 with the assistance of a consultant that specialized in the development of such plans. It is time once again to complete this process. Staff is currently soliciting bids for a consultant to guide the board and staff through the process.

Staff will work with the Organizational Development Committee to prepare the board to work on the strategic plan during the July Board Meeting.

Prior to the full board meeting to discuss and develop a new plan in July, an environmental scan will be completed. This scan will help demonstrate develop the internal and external factors that influence the board, its mission and its stakeholders.

In March 2011, all board staff has already participated in the development of a SWOT (strengths, weaknesses, opportunities, threats) analysis as was as a review of the environmental scan. These items are part of the underlying structure of the strategic plan, and the board will similarly work on these items during the July meeting.

Stakeholders will also be given an opportunity to participate via a Web site survey that will be designed by the consultant and the Organizational Development Committee.

c. **FOR INFORMATION: Recognition Program of Pharmacists Who Have Been Licensed 50 Years in California**

Since July 2005, the board has acknowledged 1,091 pharmacists with 50 or more years of licensure as pharmacists in California. There were 34 pharmacists who reached this milestone between January and April 2011. When a pharmacist reaches this milestone, the board sends a certificate and an invitation to attend a future board meeting for public recognition.

d. **FOR INFORMATION: Transition Issues of Governor Brown's Administration**

**Attachment 4**

The State and Consumer Services Agency is now headed by Anna Caballero, who was appointed by Governor Brown on March 22. A brief description is provided below from the Governor's press release.

*Anna Caballero, 56, of Salinas, has been named Secretary of the State and Consumer Services Agency. She previously served in the California Assembly representing the 28th District. From 2000 to 2006 she was the executive director of Partners for Peace, a non-profit specializing in violence prevention work. Caballero served as mayor of Salinas from 1998 to 2006 and was on the Salinas City Council from 1991 to 1998. She was a partner at Caballero, Matcham and McCarthy from 1995 to 2007 and Caballero, Govea, Matcham and McCarthy from 1982 to 1995. Caballero served as a staff attorney for California Rural Legal Assistance, representing farm workers in consumer matters, from 1979 to 1982. Caballero holds a Juris Doctor from the University of California, Los Angeles and a Bachelor of Arts from the University of California, San Diego. This position requires Senate confirmation and the compensation is \$175,000. Caballero is a Democrat.*

On April 26, 2011, the Governor issued an executive order curtailing travel. A copy of the executive order is provided as **Attachment 4**. As this board packet is being prepared, staff is awaiting direction about how this order will be implemented and the changes it will make on the board's operations. Implementation will likely be discussed during the board meeting.

There are other areas within which the board has been asked to make cuts for budgetary reasons.

- The board's operating expenses were reduced by 15 percent in 2009/10
- In 2010/11, the board's personnel budget was reduced by 5 percent, a cut that will be permanent in future years.
- Imposition of a hiring freeze in August 2010 preventing the filling of vacancies

The board will continue to evaluate how we do business and identify ways to further reduce our expenditures despite increases in workload in both licensing and enforcement areas.

**e. FOR INFORMATION: Personnel Update**

**1. Board Member Vacancies**

As of today, the board has 11 board members, and two board member vacancies. The vacant positions are governor appointments and are for pharmacist members.

On June 1, 2011, Ken Schell will end his tenure as a board member. Dr. Schell has seen a number of changes in the board over his eight years on the board. And as president for two years, has led the board in various initiatives. This will be his last board meeting.

After June 1, without new appointments to the board, the board will be comprised of 10 members, and be short three professional members.

**2. Staff Changes**

Effective August 30, 2010, a statewide hiring freeze was implemented which has prohibited the board from filling any vacancies. At the time the freeze order was issued, the board was actively recruiting for several vacancies for office and inspector staff. These vacancies were as a result of employees transferring to other state agencies, retirements, and additional staff positions the board received through the BCP process.

Today, this hiring freeze is still in effect. However, since January, the board has been allowed to hire staff currently employed by other DCA agencies (as transfers within the same "hiring authority").

Most significantly and very recently, the board received eight freeze exemptions for investigative staff from the Administration. Assistant Executive Officer Anne Sodergren deserves the praise for this work. This is a big cause for celebration, because it allows the board to hire pharmacy inspectors to investigate our cases. There are no other pharmacists who work for DCA, so the board had been unable to fill any of its 20 vacant inspector positions (we have a 50 percent vacancy rate).

The board currently has a total of 27.5 positions vacant. We now have freeze waivers to fill eight of these positions, leaving us with a total of 19.5 vacant positions. The breakdown of these remaining positions is:

- 12 – Supervising inspector and inspector positions
- 1.5 – Associate analysts for the enforcement unit
- 1 – Staff analyst who performs application investigations & fingerprint reviews
- 4 – Office technicians who perform processing duties in enforcement and licensing

These positions equate to over a 35 percent vacancy rate.

Board staff continues to work diligently, focusing their efforts on the highest priorities and most essential functions. We have a tremendous staff that truly cares about the board and its mission, and are tremendously flexible.

**f. FOR DISCUSSION: Sunset Review of the Board of Pharmacy by the California Legislature**

This summer the board's staff will prepare the board's sunset report to the Legislature, responding to a number of questions asked by the Legislature about the board's activities, and reporting specific data requested. At this time, the board has not been provided with the specific questions and data to be reported. However, these items will be shared with the board once received.

The board last underwent a sunset review in 2002.

The process is typically:

- Fall 2011: submission of the sunset report to the Legislature
- Fall to spring: legislative assessment of the board's performance, both in writing and during a hearing
- Ideally during the 2012 legislative year, a bill is introduced extending the board's sunset date and recommending specific modifications to the board's legislative provisions

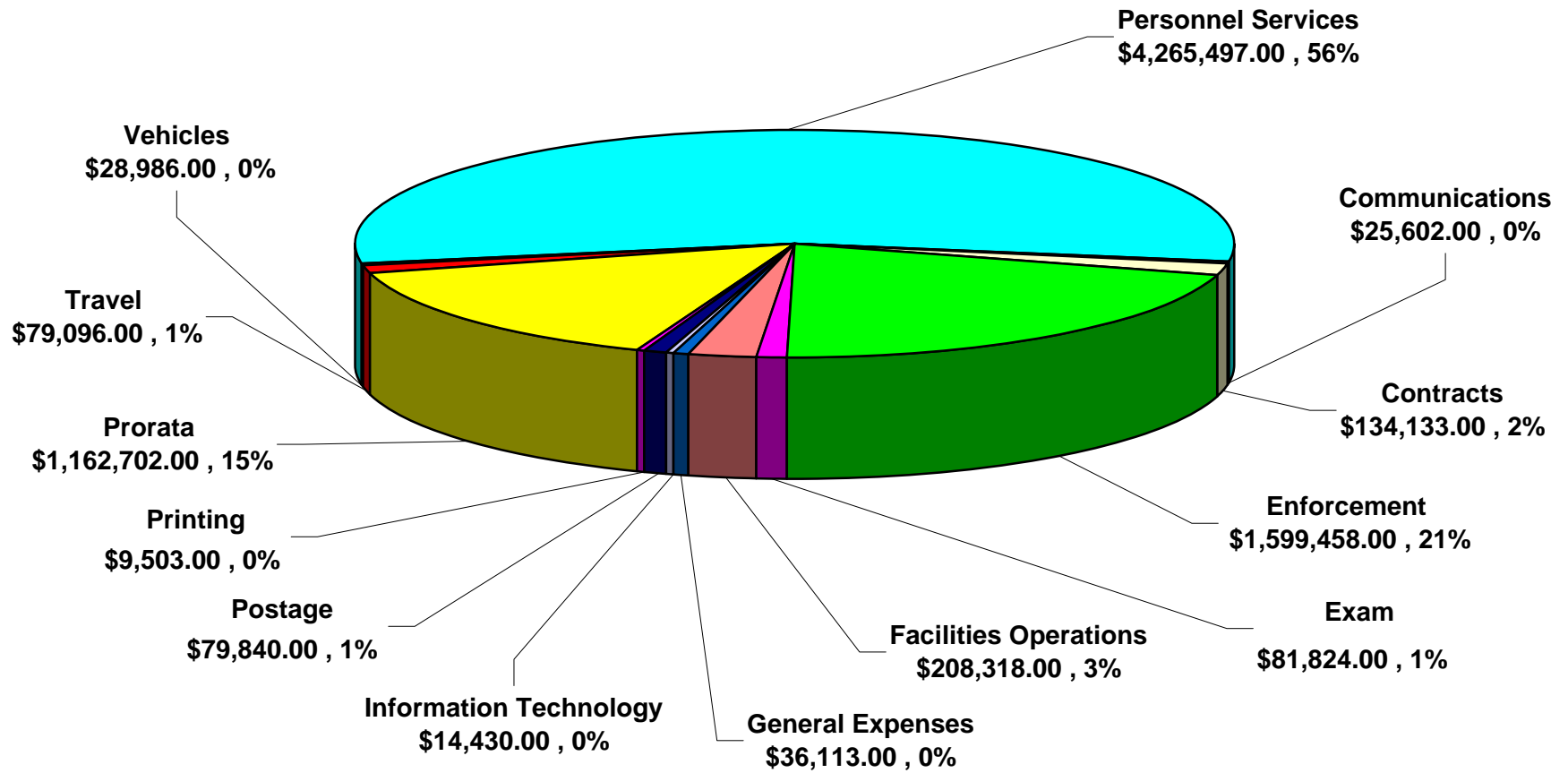
**g. FOR DISCUSSION: Third Quarterly Report on the Committee's Goals for 2010/11**

**Attachment 5**

The third quarterly report on the Organizational Development Committee's goals is provided in **Attachment 5.**

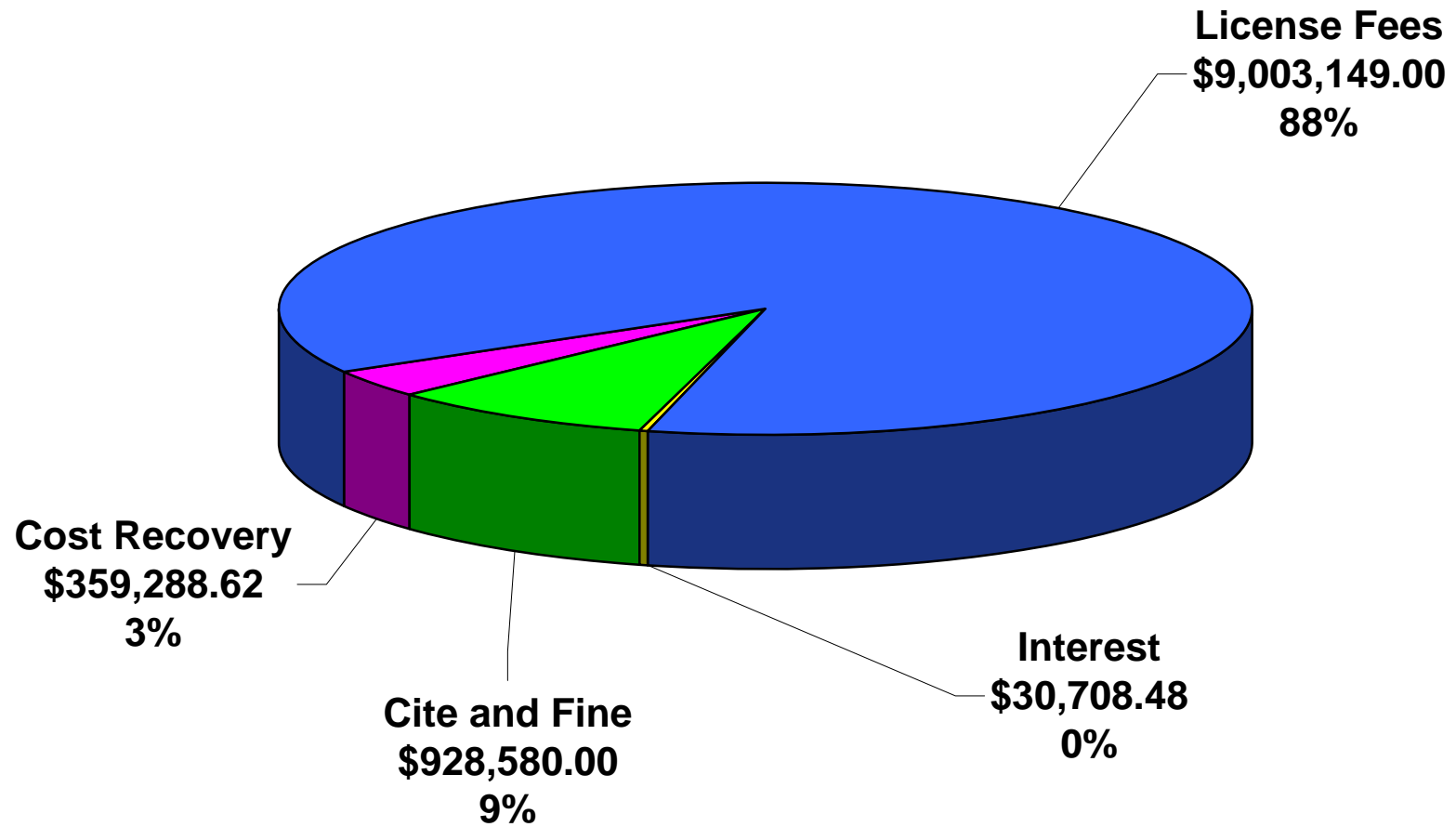
# **Attachment 1**

**Expenditures  
FY 2010/2011  
FM 9  
\$7,725,502**

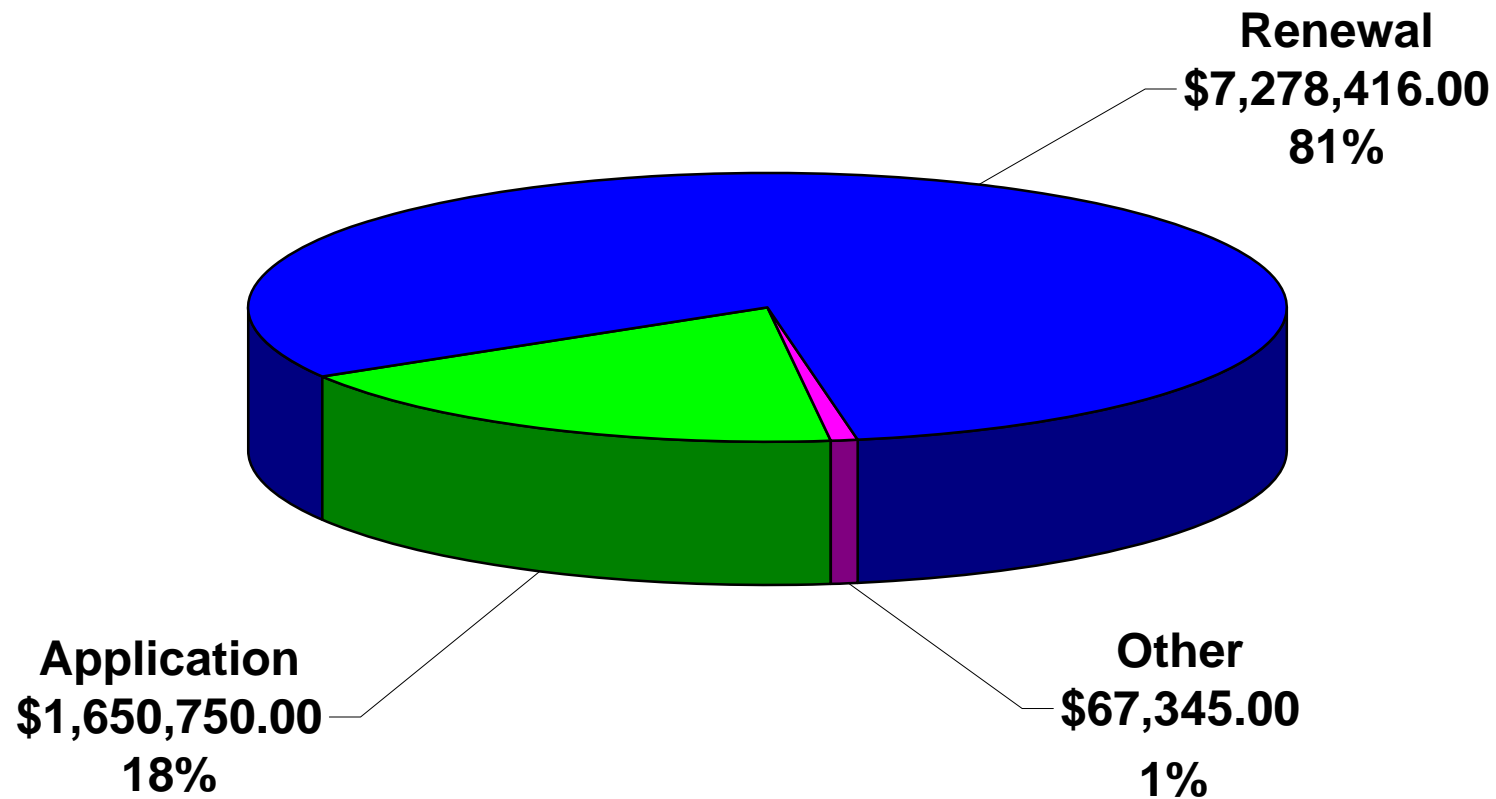




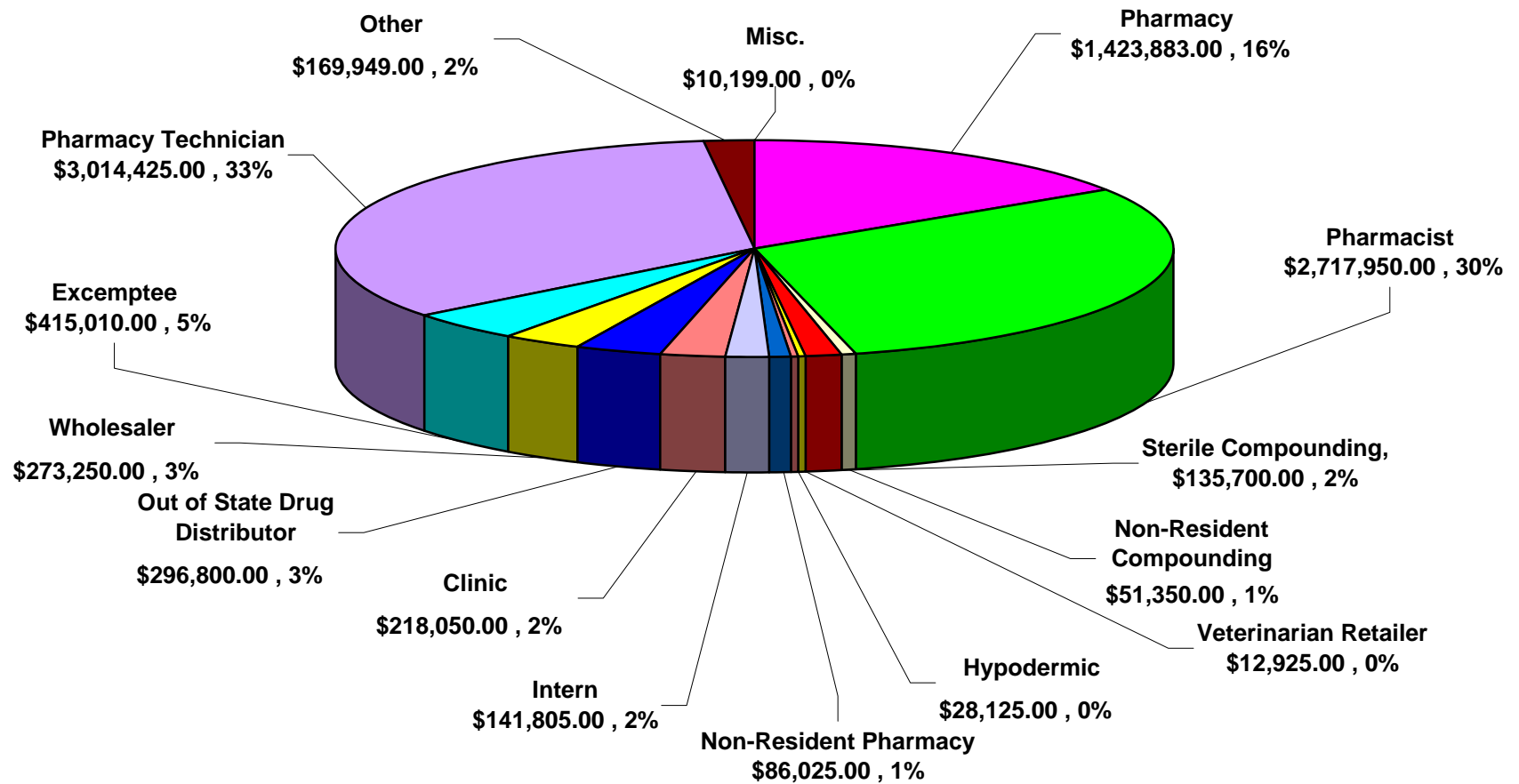
**Origin Of Revenue  
FY 2010/2011  
FM 9  
\$10,321,726**



**Application vs. Renewal Fees Collected**  
**FY 2010/2011**  
**FM 9**  
**\$8,996,511**



**Revenue By Program  
FY 2010/2011  
FM9  
\$8,995,446**



# **Attachment 2**

# 0767 - State Board of Pharmacy

## Analysis of Fund Condition

Prepared 4/19/2011

(Dollars in Thousands)

### Proposed FY 2011-12 Governor's Budget

NOTE: \$1.0M GF Loan Repayed in FY 2012-13

#### BEGINNING BALANCE

Prior Year Adjustment

Adjusted Beginning Balance

Actual 2009-10	Budget Act CY 2010-11	Governor's Budget BY 2011-12	BY +1 2012-13
\$ 11,001	\$ 12,411	\$ 9,954	\$ 6,005
\$ -101	\$ -	\$ -	\$ -
<u>\$ 10,900</u>	<u>\$ 12,411</u>	<u>\$ 9,954</u>	<u>\$ 6,005</u>

#### REVENUES AND TRANSFERS

Revenues:

125600	Other regulatory fees
125700	Other regulatory licenses and permits
125800	Renewal fees
125900	Delinquent fees
131700	Misc. revenue from local agencies
141200	Sales of documents
142500	Miscellaneous services to the public
150300	Income from surplus money investments
150500	Interest Income From Interfund Loans
160400	Sale of fixed assets
161000	Escheat of unclaimed checks and warrants
161400	Miscellaneous revenues
164300	Penalty assessments - Cite and Fine
Totals. Revenues	

Transfers from Other Funds

F00001 General Fund Loan Repayment

\$ -	\$ -	\$ -	\$ 1,000
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Transfers to Other Funds

Totals, Revenues and Transfers

\$ 10,783	\$ 10,336	\$ 10,319	\$ 11,282
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Totals, Resources

\$ 21,683	\$ 22,747	\$ 20,273	\$ 17,287
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#### EXPENDITURES

Disbursements:

0840	State Operations	\$ 7	\$ 17	\$ 14	\$ -
1110	Program Expenditures (State Operations)	\$ 9,265	\$ 12,803	\$ 14,197	\$ 14,481
8880	FISC (State Operations)	\$ -	\$ 6	\$ 57	\$ -
9670	Equity Claims / Board of Control (State Operations)	\$ -	\$ -	\$ -	\$ -
1111-04	- Breeze	\$ -	\$ (33)	\$ -	\$ -

Total Disbursements

\$ 9,272	\$ 12,793	\$ 14,268	\$ 14,481
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#### FUND BALANCE

Reserve for economic uncertainties

\$ 12,411	\$ 9,954	\$ 6,005	\$ 2,806
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#### Months in Reserve

11.6	8.4	5.0	2.3
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NOTES:

A. ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED FOR 2010-11 AND ON-GOING.

B. ASSUMES INTEREST RATE AT 1%.

C. ASSUMES APPROPRIATION GROWTH OF 2% PER YEAR.

# **Attachment 3**

**Board Member Reimbursement  
And  
Travel Expenses**

**July 1, 2010 through April 22, 2011**

<b>Board Members</b>	<b>Attendance Hours*</b>	<b>Travel Expenses</b>
Badlani, Neil	40	0
Brooks, Ryan	24	0
Castellblanch, Ramón	32	0
Hackworth, Rosalyn	72	\$1,532.91
Kajioka, Randy	40	\$571.49
Lippe, Gregory	24	0
Schell, Kenneth	40	\$56.00
Veale, Deborah	40	\$1,313.42
Weisser, Stanley	144	\$2,993.77
Wheat, Shirley	32	0
Zee, Tappan	16	0

**\*Board Member Attendance Hours reflects the number of hours for which board members have been reimbursed. Board members may choose not to seek reimbursement for work performed for the board.**

# **Attachment 4**



## EXECUTIVE ORDER B-06-11

4-26-2011

WHEREAS the Governor's 2011-12 budget proposes to close the state's structural budget deficit in part through increased efficiency that will substantially reduce state operational expenses; and

WHEREAS since the beginning of this Administration, Executive Orders and other directives have been issued to restrict hiring in state government, drastically reduce the number of state cell phones and vehicles, and stop spending taxpayer dollars on free giveaway and gift items; and

WHEREAS the Governor's 2011-12 budget proposes to cut state operational expenses by reducing discretionary expenditures and increasing efficiency; and

WHEREAS restricting both in-state and out-of-state travel to only non-discretionary purposes will further reduce operational expenditures.

WHEREAS the Governor's 2011-12 budget proposes a reduction of \$413 million (\$250 million from the General Fund) in state operation efficiencies and other savings; and

WHEREAS restrictions on travel are necessary to help achieve these savings; and

NOW, THEREFORE, I, EDMUND G. BROWN JR., Governor of the State of California, by virtue of the power vested in me by the Constitution and the statutes of the State of California, do hereby issue the following orders to become effective immediately:

IT IS ORDERED that discretionary travel is prohibited. All in-state non-discretionary travel must be approved by Agency Secretaries or Department Directors who do not report to an Agency Secretary. All out-of-state travel must be approved by the Governor's Office.

IT IS FURTHER ORDERED that the new travel restrictions are as follows:

1. No travel, either in-state or out-of-state, is permitted unless it is mission critical or there is no cost to the state.

Mission critical means travel that is directly related to:

- Enforcement responsibilities.
- Auditing.
- Revenue collection.
- A function required by statute, contract or executive directive.
- Job-required training necessary to maintain licensure or similar standards required for holding a position.

Mission critical does not mean travel to attend:

- Conferences (even those that historically have been attended).
- Networking opportunities.
- Professional development courses.
- Continuing education classes and seminars.
- Non-essential meetings that can be conducted by phone or video conference.
- Events for the sole purpose of making a presentation unless approved by the Department Director.

2. No travel is permitted for more than the minimum number of travelers necessary to accomplish the mission-critical objective. This restriction applies even when there is no cost to the state.

3. Agency Secretaries or Department Directors who do not report to an Agency Secretary may authorize in-state travel when the request conforms to the principles identified above.

4. As referenced in Budget letter 11-06, Agencies and Departments must submit their out-of-state travel requests to the Governor's office by May 6, 2011. No substitutions will be allowed for trips approved per this Budget Letter.

5. The Department of Finance will issue all necessary instructions and forms to implement this restriction on state travel. In addition, the Department of Finance will work with agencies and departments to develop targets for budgetary reductions in lieu of travel restrictions. Departments that achieve their target budget reductions, as determined by the Director of the Department of Finance, may seek exemption from the provisions of this executive order.

IT IS REQUESTED that other entities of State government not under my direct executive authority conduct an analysis to determine the discretionary nature of their travel in order to reduce unnecessary costs.

This Executive Order is not intended to create, and does not create, any rights or benefits, whether substantive or procedural, or enforceable at law or in equity, against the State of California or its agencies, departments, entities, officers, employees, or any other person.

I FURTHER DIRECT that as soon as hereafter possible, this Order shall be filed with the Office of the Secretary of State and that it be given widespread publicity and notice.

IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this 26th day of April 2011.

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EDMUND G. BROWN JR.  
Governor of California

ATTEST:

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DEBRA BOWEN  
Secretary of State

###

# **Attachment 5**

## ORGANIZATIONAL DEVELOPMENT COMMITTEE

Goal 5: Achieve the board's mission and goals.

Outcome: An effective organization.

Objective 5.1	Obtain 100 percent approval for identified program needs by June 30, 2011.
Measure:	Percentage approved for identified program needs.
Tasks:	<ol style="list-style-type: none"> <li> <b>Review workload and resources to streamline operations, target backlogs and maximize services.</b> <p><i>1st Qtr 08/09: State government without budget and then facing severe deficit triggers layoffs, hiring freezes, contract suspensions that impact board operations</i></p> <ul style="list-style-type: none"> <li><i>Loss of six staff</i></li> <li><i>Suspension of all contracts for two months</i></li> <li><i>Inability to hire for three vacant positions, including two manager positions and three enforcement positions.</i></li> <li><i>Suspend response to all status inquiries in Licensing Unit to focus on application processing.</i></li> </ul> <p><i>3rd Qtr 08/09: Board undergoes 10 percent reduction in staff salaries and two working days furlough each month, effective February 2009 to reduce state expenses.</i></p> <p><i>4th Qtr 08/09: Waivers sought for 2009/2010 contracts to ensure necessary services are available to the board.</i></p> <p><i>1st Qtr 09/10: Staff furloughed three days per month through June 2010. Office to be closed three days per month. Workload expenses examined to ensure maximum effectiveness.</i></p> <p><i>2nd Qtr 09/10: Redirections continue to address workload demands.</i></p> <p><i>3rd Qtr 09/10: Deferred furloughs to address licensing backlog.</i></p> <p><i>4th Qtr 09/10: Deferred furloughs to address licensing backlog.</i></p> <p><i>1st Qtr 10/11: Furlough order reinstituted for all office and management staff. Office closed 3 days a month.</i></p> <p><i>2nd Qtr 10/11: Hiring freeze in effect, but furloughs reduced to one day per month.</i></p> </li> <li> <b>Develop budget change proposals to secure funding for needed resources.</b> <p><i>1st Qtr 08/09: Board staff prepare legislative Budget Change Proposal to secure one half-time manager position to address workload associated with SB 1441 (Ridley-Thomas) Healing Arts Rehabilitation Program.</i></p> <p><i>2nd Qtr 08/09: Budget Change Proposal on SB 1441 denied due to language in bill preventing staff augmentations.</i></p> <p><i>Board submits Criminal Convictions Unit proposal for 6.5 staff positions to strengthen and expedite review of arrest and conviction notices involving board applicants and licensees, \$600,000 annually.</i></p> <p><i>3rd Qtr 08/09: Criminal Conviction Unit approved and inserted into 2009/2010 Governor's Budget.</i></p> <p><i>4th Qtr 08/09: Staff hired for Criminal Conviction Unit.</i></p> <p><i>2nd Qtr 09/10: Twenty-two enforcement staff added in Governor's 2010/2011 Budget to reduce investigation time.</i></p> <p><i>Two licensing staff proposed to address increase in applications.</i></p> <p><i>4th Qtr 09/10: Board staff prepare budget change proposal for budget year 2011/12.</i></p> <p><i>1st Qtr 10/11: Board focuses on securing DCA's BreEZe computer system and hiring the 22.5 enforcement staff added to the 2010/11 budget.</i></p> </li> </ol>

3. **Perform strategic management of the board through all committees and board activities.**
  - 1st Qtr 08/09: Strategic Plan approved at the July 2008 Board Meeting. Staff initiates redesign of quarterly reporting format and incorporates changes to plan.*
  - 2nd Qtr 08/09: Quarterly reports provided at board meeting updating Strategic Plan.*
  - 3rd Qtr 08/09: Quarterly reports provided at board meeting updating Strategic Plan.*
  - 4th Qtr 08/09: Strategic plans for each committee reviewed and revised for 2009/2010. Board will act on new Strategic Plan components at the July 2009 Board Meeting.*
  - 1st Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.*
  - 2nd Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.*
  - 3rd Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.*
  - 4th Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan. Board committees consider strategic plan changes for fiscal year 2010/11.*
  - 1st Qtr 10/11: Quarterly reports provided at board meeting updating Strategic Plan. Board approves updated strategic plan for 2010/2011.*
  - 2nd Qtr 10/11: Quarterly reports provided at board meeting updating Strategic Plan. Staff begin search for a consultant to lead the board in developing the 2011/12 – 2016/17 strategic plan.*
  - 3rd Qtr 10/11: Three consultants interviewed to lead board in new strategic plan. Board staff perform an environmental scan and assessment of board strengths and weaknesses.*
4. **Manage the board's financial resources to ensure fiscal viability and program integrity.**
  - 1st Qtr 08/09: Fee audit initiated then suspended by state budget impasse. Staff successful in seeking exemption and work resumed. Staff complete budget forecast for 2009/2010 workload and revenue.*
  - 2nd Qtr 08/09: Fee audit completed.*
  - 3rd Qtr 08/09: Fee audit submitted to board at January Meeting; proposed new fees for 2010 identified.*
  - 4th Qtr 08/09: Budget examined to identify expenses in future fiscal year.*
  - 1st Qtr 09/10: Fee bill (AB1077 , Emmerson) enacted to increase statutory maximum in fees, the first fee bill sought by the board since 1987. New fees for nine classes will take effect 1/1/10; other fees will remain essentially the same.*
  - Jan. 2010: New fees take effect.*
  - 3rd Qtr 09/10: Staff submit a 5% reduction plan to DCA.*
  - 4th Qtr 09/10: Budget examined to identify expenses in future fiscal years.*
  - 1st/2nd Qtr 10/11: Hiring freeze prevents board from filling vacant positions. Board required to reduce 5% of its personnel expenditures as required by the Governor.*
  - 3rd Qtr 10/11: Hiring freeze still in effect, but DCA allows employees to transfer within its agencies and divisions. Executive orders reduce cellular telephones in use - board managers reduce 4 phones.*

Objective 5.2	Maintain 100 percent staffing of all board positions.
Measure:	Percentage staffing of board positions.
Tasks:	<ol style="list-style-type: none"> <li> <b>Continue active recruitment of pharmacists for inspector positions.</b>  <i>1st Qtr 08/09: Board inspectors positions at full staffing.</i>  <i>2nd Qtr 09/10: Two inspectors retire. Board secures continuous recruitment for inspector positions, and begins plans to hold a civil service exam for this class.</i>  <i>3rd Qtr 09/10: Inspector Exam administered.</i>  <i>4th Qtr 09/10: Board inspector retires.</i>  <i>1st Qtr 10/11: Second inspector exam administered.</i>  <i>Supervising inspector exam administered.</i>  <i>Hiring freeze ordered effective August 30, 2010.</i>  <i>2nd Qtr 10/11: Board submits exception seeking approval to hire inspectors &amp; supervising inspectors.</i>  <i>3rd Qtr 10/11: Board submits new exception requests for 8 inspectors and supervising inspector positions.</i> </li> <li> <b>Vigorously recruit for any vacant positions.</b>  <i>1st Qtr 08/09: Initiate recruitment for enforcement analyst and legislation and regulation manager.</i>  <i>Recruitment suspended on vacant positions pursuant to the Executive Order.</i>  <i>Board seeks exemptions to rehire key staff. All exemptions denied.</i>  <i>2nd Qtr 08/09: Three staff vacancies exist.</i>  <i>3rd Qtr 08/09: One staff vacancy exists.</i>  <i>4th Qtr 08/09: All positions filled.</i>  <i>2nd Qtr 09/10: One office technician (OT) position vacant, recruiting underway.</i>  <i>3rd Qtr 09/10: Begin recruitment for SSA budget person.</i>  <i>4th Qtr 09/10: Budget analyst position filled.</i>  <i>1st Qtr 10/11: Hiring freeze ordered effective August 30, 2010.</i>  <i>27 staff vacancies exist, 22 of which are CPEI positions.</i>  <i>2nd Qtr 10/11: Board submits exception requests to hire staff. All board requests denied by agency.</i>  <i>Board initiates recruitment for non pharmacists positions via the DCA internal hiring process.</i>  <i>3rd Qtr 10/11: Board resubmits exemption requests to hire 8 staff.</i>  <i>Board continues to recruit for non pharmacist positions via the DCA internal hiring process.</i>  <i>As of March 31, 2011 the board has 24.5 vacant positions.</i> </li> <li> <b>Perform annual performance and training assessments of all staff.</b>  <i>1st Qtr 08/09: Complete annual performance review on 25% of staff.</i>  <i>3rd Qtr 09/10: Management perform probation reports and annual performance for 20 staff.</i>  <i>4th Qtr 09/10: Management performs probation reports required as part of hiring process.</i>  <i>1st Qtr 10/11: Management performs probation reports required as part of hiring process.</i> </li> </ol>

Objective 5.3	Succession planning and workforce retention.
Measure:	Secure enhanced training of staff to improve job proficiency.
Tasks:	<p>1. Identify training for staff development.</p> <p><i>1st Qtr 08/09: Supervising Inspector Nurse and Assistant Executive Officer accepted into Department of Consumer Affairs Management Academy. Both complete course.</i></p> <p><i>2nd Qtr 08/09: Supervising Inspector Dang accepted into Department of Consumer Affairs Management Academy.</i></p> <p><i>3rd Qtr 08/09: Supervising Inspector Dang completes Academy training. Assistant Executive Officer Sodergren works with Department of Consumer Affairs training office on a mentoring program for the department.</i></p> <p><i>4th Qtr 08/09: Staff participate in team building exercises led by Department of Consumer Affairs training office and TCT.</i></p> <p><i>3rd Qtr 09/10: Two board managers attend supervisory training. One board manager accepted into Department of Consumer Affairs Management Academy. Assistant Executive Officer develops training materials for departments newly developed Enforcement Academy. Enforcement staff attend report writing class.</i></p> <p><i>4th Qtr 09/10: Board manager completes DCA Management Academy. Board staff attends training on new server software.</i></p> <p><i>2nd Qtr 10/11: Nine staff accepted into National Certified Investigator/Inspector Training to begin February 1, 2011.</i></p> <p><i>3rd Qtr 10/11: Staff complete National Certified Investigator/Inspector Training.</i></p>

Objective 5.4	Implement 10 strategic initiatives to automate board processes by June 30, 2011.
Measure:	Number of strategic initiatives implemented to automate board processes.
Tasks:	<ol style="list-style-type: none"> <li> <b>Implement automated applicant tracking (ATS).</b>  <i>1st Qtr 08/09: Full implementation of ATS achieved in 2007/2008. Staff continue to seek program changes as necessary.</i> </li> <li> <b>Implement online license renewal and application submission features (I-Licensing).</b>  <i>1st Qtr 06/07: Interim Executive Officer Herold put on Department of Consumer Affairs' executive sponsor committee for this project.</i>  <i>2nd Qtr 06/07: The board meets with design staff to assure necessary program components are part of system specifications. The state's budget allocates \$50,000 this year for development activities.</i>  <i>3rd Qtr 06/07: Board executive officer continues as a member of the department's Executive Steering Committee as an executive sponsor. Work is focused on securing vendors for the project. Staff changes at DCA may delay implementation.</i>  <i>4th Qtr 06/07: Board executive officer continues as a member of the department's Executive Steering Committee as an executive sponsor. Work is focused on securing vendors for the project. Project delayed due to contracting issues for service vendors six to nine months. DCA hires additional staff for I-Licensing project. Implementation for board programs delayed until mid-2009.</i>  <i>1st Qtr 07/08: Board executive officer continues as a member of the department's Executive Steering Committee as an executive sponsor. Work is focused on securing vendors for the project. Project delayed due to contracting issues for service vendors six to nine months due to loss of all key DCA staff.</i>  <i>2nd Qtr 07/08: Licensing staff review all board applications to conform to system requirements. Integrated work team formed of board staff to work closely with I-Licensing conversion, a major workload. DCA's new staff in place, work on securing I-Licensing vendor resumes. Executive Officer continues on executive steering committee.</i>  <i>3rd Qtr 07/08: Department works on securing vendors. Board is up to date in performing implementation components.</i>  <i>4th Qtr 07/08: Delays continue to plague I-Licensing. New implementation date for board is now mid 2010.</i>  <i>1st Qtr 08/09: Board executive officer attends Steering Committee Meeting and conveyed board's concerns about continued delays of implementation.</i>  <i>3rd Qtr 08/09: Project undergoes additional delays due to need to revise Request for Proposal and new staff hired to implement project.</i>  <i>4th Qtr 08/09: Department of Consumer Affairs hires new staff to implement project. Request for Proposal prepared for release in next fiscal year.</i>  <i>2nd Qtr 09/10: Project rethought, revamped, and re-contracted.</i> </li> <li> <b>Integrate telephone features to improve board services without adding staff resources.</b>  <i>1st Qtr 06/07: Phone system modified to allow "zeroing out" early in telephone message so consumers can reach a live operator more quickly.</i>  <i>3rd Qtr 07/08: Added Call Pilot feature to licensing and renewal phone lines that automatically places a copy of the call log into the appropriate staff's email. This saves time and improves customer service.</i>  <i>4th Qtr 07/08: Conference line used to coordinate inspector staff meetings without need to travel to meeting.</i> </li> </ol>



	<p><i>2nd Qtr 09/10: Staff work with the department to secure reports to better manage phone systems. Work will continue in next quarter.</i></p> <p><i>3rd Qtr 09/10: Management staff continue to advocate changes to telephone system to better meet caller needs.</i></p> <p>4. <b>Use the department's newly created "ad hoc" system to generate data for reports.</b></p> <p><i>1st Qtr 07/08: Three staff trained in using enforcement or licensing reports.</i></p> <p><i>2nd Qtr 07/08: Board begins to use reports for management.</i></p> <p><i>4th Qtr 07/08: Staff use reports to:</i></p> <ul style="list-style-type: none"> <li><i>• Track unpaid citations</i></li> <li><i>• Track cite and fine aging</i></li> <li><i>• Find citations by violation type, such as prescription errors</i></li> <li><i>• Pull special cite and fine statistics upon request</i></li> <li><i>• Pull list of recently licensed pharmacists for wall certificates</i></li> <li><i>• Pull list of change of ownership applications for received dates</i></li> <li><i>• Develop ad hoc for licensing applicant tracking</i></li> <li><i>• Pull pending applications list for application inventory</i></li> <li><i>• Pull licensing information for sites required to report to CURES and send to the CURES vendor weekly</i></li> <li><i>• Pull enforcement case statistical data regarding received, pending and closed cases to report workload and status information monthly to management and quarterly to the board</i></li> <li><i>• Pull various enforcement statistical reports used to compile the Boards annual statistical profile report and quarterly strategic plan updates</i></li> <li><i>• Pull special ad hoc reports created to gather information specifically requested under the public records act</i></li> <li><i>• Pull case aging data for application investigations, complaint investigations and AC cases</i></li> </ul> <p><i>3rd Qtr 09/10: Several staff trained in report functionality.</i></p> <p>5. <b>Secure equipment needed to perform staff duties optimally.</b></p> <p><i>1st Qtr 08/09: Staff work with department to eliminate delay resulting from staff shortages in department's IT, delaying production of a new "image" of software for new computers.</i></p> <p><i>2nd Qtr 08/09: Completed rollout of new computers.</i></p> <p><i>4th Qtr 08/09: New PDAs purchased for some staff with worn out equipment.</i></p> <p><i>2nd Qtr 09/10: Office reconfigured to establish workspace for 5 new positions.</i></p> <p><i>4th Qtr 09/10: Board submitted equipment request to department for new staff.</i></p> <p><i>1st Qtr 10/11: All purchase order requests suspended until budget is enacted.</i></p> <p><i>3rd Qtr 10/11: Governor issued an executive order calling for a reduction in the number of state issued cell phones. Department required 50% reduction by program. Inspectors retain BlackBerries, but board managers BlackBerries surrendered. Contingency plans need to be developed.</i></p> <p>6. <b>Implement automated program for staff-conducted drug audits.</b></p> <p><i>4th Qtr 07/08: Automated program developed for drug audits initiated by inspectors.</i></p> <p><i>1st Qtr 08/09: Automated program deployed to office staff assisting with drug audits.</i></p> <p>7. <b>Implement template for drug audits completed by pharmacies.</b></p> <p>8. <b>Develop template for hospital inspections to identify recalled heparin. (Completed April 2008)</b></p>
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	<p>9. Participate in Department of Consumer Affairs (DCA) pilot program to achieve scanning of paper files.</p> <p><i>1st - 4th Qtrs 08/09: Staff participate in planning meetings with other DCA staff.</i></p> <p><i>1st - 2nd Qtrs 09/10: Staff participate in planning meetings with other DCA staff.</i></p> <p><i>4th Qtr 09/10: Staff approve feasibility study report developed by the department.</i></p> <p><i>2nd Qtr 10/11: Scanning project consolidated into BreZE system.</i></p>
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Objective 5.5	Provide for communication venues to communicate within the board by June 30, 2011.
Measure:	Number of communication venues to communicate within the board.
Tasks:	<ol style="list-style-type: none"> <li>Continue the Communication Team to improve communication among staff and host biannual staff meetings.  <i>2nd Qtr 08/09: TCT hosts staff meeting, team building and holiday party.</i>  <i>4th Qtr 08/09: TCT hosts staff meeting and team building.</i>  <i>2nd Qtr 09/10: TCT hosts staff meeting for Sacramento staff, Inspectors have team meetings</i>  <i>2nd Qtr 10/11: TCT hosts various "spirit" activities for staff to keep them engaged.</i>  <i>3rd Qtr 10/11: All staff strategic planning session convened.</i>  <i>TCT hosts lunch at conclusion of session.</i> </li> <li>Continue Enforcement Team meetings with board members and enforcement staff.</li> <li>Convene annual inspector meetings to ensure standardized investigation and inspection processes, law and practice updates and earn continuing education credit.  <i>1st Qtr 08/09: Inspector workshop scheduled.</i>  <i>2nd Qtr 08/09: Inspector meeting convened with Department of Public Health Consultants.</i>  <i>Inspectors have staff meetings for training.</i>  <i>4th Qtr 08/09: TCT hosts staff meeting and team building training.</i>  <i>1st Qtr 09/10: Inspectors meeting where aggressive timelines for case completions put in place.</i>  <i>3rd Qtr 09/10: Inspector meeting held in conjunction with report writing training.</i>  <i>4th Qtr 09/10: One day inspector meeting convened.</i>  <i>3rd Qtr 10/11: Three day inspector meeting convened.</i>  <i>One day inspector meeting convened.</i> </li> <li>Transition from paper packets for board meeting materials to e-copies.  <i>1st-4th Qtrs 08/09: Board members begin transition with some members requesting only e-copies of these packets.</i>  <i>July 2009: Budget restrictions prevent the board from purchasing paper. Board packets released in e-copy form, saving upwards of five boxes of paper.</i> </li> <li>Explore electronic voting of mail ballots for disciplinary decisions.  <i>2nd Qtr 08/09: Meetings convened with Department of Consumer Affairs Information Technology staff to develop system.</i>  <i>1st Qtr 09/10: Meetings resume to develop and pilot test system.</i>  <i>Software licenses purchased.</i>  <i>2nd Qtr 09/10: Approval from outside agencies needed before purchase of software can occur.</i>  <i>3rd Qtr 09/10: Staff advised and order approved. Software not yet received.</i>  <i>4th Qtr 09/10: Software received and testing initiated.</i>  <i>1st Qtr 10/11: Process evaluation begins to determine effectiveness of new process.</i>  <i>2nd Qtr 10/11: Process of e-voting modified slightly. However, results of doing online voting have increased rather than decreased overall voting time.</i> </li> </ol>

Objective 5.6	Annually conduct at least two outreach programs where public policy issues on health care are being discussed.
Measure:	Number of outreach programs conducted in one year.
Tasks:	<ol style="list-style-type: none"> <li><b>1. Outreach programs 2006/2007.</b>  <i>Convene subcommittee on Medicare Part D implementation.</i>  <i>Convene Workgroup to implement e-pedigree.</i>  <i>Host the National Association of Boards of Pharmacy District 7 &amp; 8 Meeting in California.</i>  <i>Attends and presents at annual association meetings.</i></li> <li><b>2. Outreach programs 2007/2008.</b>  <i>Continue subcommittee on Medicare Part D implementation.</i>  <i>Continue workgroup to implement e-pedigree.</i>  <i>Initiates public campaign on SB 472 (Corbett) - Standardization of the prescription label.</i>  <i>Attends and presents at annual association meetings.</i></li> <li><b>3. Outreach programs 2008/2009.</b>  <i>July 2008 Board Meeting focuses on medication errors and prevention.</i>  <i>Presentation on sharps disposal before the California Integrated Waste Management Board to a statewide audience in November 2008 and February 2009.</i>  <i>Nationwide presentations on implementation of e-pedigree.</i></li> <li><b>4. Professionals Achieving Consumer Trust Summit - November 2008.</b>  <i>Board sponsors forum on e-prescribing.</i>  <i>Board hosts conference with experts presenting information designing patient-centered prescription container labels.</i></li> <li><b>5. Board provides three presentations at the annual California Pharmacists Association Meeting.</b></li> <li><b>6. Workgroup on E-Pedigree holds March 2009 meeting where presentations made on FDA proposed standards for a unique identification number for serialization, Congressman Buyer's Office on federal legislation, and standards setting by GS1.</b></li> <li><b>7. Executive Officer attends National Association of Boards of Pharmacy Meeting with other state boards of pharmacy.</b></li> <li><b>8. Executive Staff attend Consumer Advisory Councils day-long presentation in San Francisco on substance abuse recovery programs for health care licensees.</b></li> </ol>

**9. Outreach programs 2009/2010.**

*Executive Officer gives a presentation on new laws and regulations at the California Society of Health Systems Pharmacists (CSHP) Annual Meeting.  
Board Inspectors provide a presentation to the California Pharmacists Association (CPhA) as part of "Compounding Day".*

*Supervising Inspector Nurse provides information to national narcotics officers and officials at the National Association of Controlled Substances Authority Meeting.*

*Executive Officer Herold, Board President Schell, and Supervising Inspector Nurse attended California Integrated Waste Management Board Conference and advocated for use of their guidelines for pharmacies and other sites establishing drug "take back" programs.*

*Executive Officer Herold and several Board Members attended a conference on e-prescribing for practitioners and regulators, hosted by the California Healthcare Foundation.*

*Executive Officer Herold presents information on e-pedigree to the Healthcare Distribution Management Associations Track and Trace national meeting.*

*Executive Officer Herold and Board President Schell provides information to subcommittee on drug distribution in hospital meeting hosted by the California Hospital Association.*

*Executive Officer Herold provides information to CPhA's Long-Term Care Association on prescription container labels.*

*Executive Officer Herold provides information about drug "take back" to Local 20 Rural County Government representatives.*

*Presentation on the Medication Error Reporting Systems in California Hospitals, a*

*Presentation by Loriann De Martini, Pharm.D, California Department of Public Health*

*Presentation by Katherine Ellis of the Department of Justice on the Controlled Substance Utilization Review and Evaluation System Online Access for Pharmacies.*

**10. Outreach programs 2010/2011.**

*Board holds forum on prescription drug abuse with presentations by the Drug Enforcement Administration.*

*Executive Officer Herold presented information about preventing medication errors, the Board of Pharmacy's mandate and ongoing projects at a DCA-hosted meeting of consumers in Sacramento. The FDA also provided information during event.*

*Executive Officer Herold provided information about the board's Intern Fact Sheet Project to students at the University of the Pacific who are working on fact sheets for the board.*

*Board Vice President Kajioka provided information about the board's consumer materials to a group of 150 consumers at a consumer education event in Assemblymember Hayashi's district.*

*Executive Officer Herold and Licensing Manager Mitchell provided information about the board's Pharmacist Recovery Program to 90 students at California Northstate School of Pharmacy in Sacramento.*

*Supervising Inspector Dang provided information about the board's compounding requirements at the CPhA's Compounder's Day meeting in Southern California.*

Objective 5.7	Perform succession planning to ensure continuity for board operations during staff retirements.
Measure:	Number of staff trained for advanced duties and promoted.
Tasks:	

Objective 5.8	Respond to all public record requests within 10 days.																																																																																																																																									
Measure:	Percentage response to public record requests within 10 days.																																																																																																																																									
Tasks:	<div>1. Respond to public records requests within 10 days (e.g., license verifications, investigative/disciplinary information, licensing information).</div> <table><thead><tr><th></th><th colspan="2">Qtr 1</th><th colspan="2">Qtr 2</th><th colspan="2">Qtr 3</th><th colspan="2">Qtr 4</th></tr><tr><th>a) License Verifications</th><th>N</th><th>%</th><th>N</th><th>%</th><th>N</th><th>%</th><th>N</th><th>%</th></tr></thead><tbody><tr><td>≤ 10 days</td><td>56</td><td>29%</td><td>56</td><td>21%</td><td>70</td><td>38%</td><td></td><td></td></tr><tr><td>11-30 days</td><td>96</td><td>50%</td><td>98</td><td>37%</td><td>51</td><td>28%</td><td></td><td></td></tr><tr><td>31 + days</td><td>39</td><td>21%</td><td>112</td><td>42%</td><td>63</td><td>34%</td><td></td><td></td></tr><tr><th>b) Disciplinary Information</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></tr><tr><td>≤ 10 days</td><td>12</td><td>46%</td><td>22</td><td>67%</td><td>19</td><td>73%</td><td></td><td></td></tr><tr><td>11-30 days</td><td>9</td><td>35%</td><td>6</td><td>18%</td><td>6</td><td>23%</td><td></td><td></td></tr><tr><td>31 + days</td><td>5</td><td>19%</td><td>5</td><td>15%</td><td>1</td><td>4%</td><td></td><td></td></tr><tr><th>c) Other Information</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></tr><tr><td>≤ 10 days</td><td>7</td><td>37%</td><td>11</td><td>29%</td><td>16</td><td>37%</td><td></td><td></td></tr><tr><td>11-30 days</td><td>10</td><td>53%</td><td>17</td><td>45%</td><td>11</td><td>26%</td><td></td><td></td></tr><tr><td>31 + days</td><td>2</td><td>10%</td><td>10</td><td>26%</td><td>16</td><td>37%</td><td></td><td></td></tr></tbody></table> <div>2. Respond to subpoenas within the timeline specified.</div> <table><thead><tr><th></th><th>Qtr 1</th><th>Qtr 2</th><th>Qtr 3</th><th>Qtr 4</th></tr></thead><tbody><tr><td>Subpoenas Received</td><td>6</td><td>3</td><td>4</td><td></td></tr><tr><td>Responded within required time</td><td>6</td><td>3</td><td>3</td><td></td></tr><tr><td>Not responded to within required time</td><td>0</td><td>0</td><td>1</td><td></td></tr></tbody></table> <div>3. Respond to specific requests for data reports list.</div> <div>1st Qtr 09/10: Submit agency statistical profile summarizing data for 2008-2009. Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics. Data for Department of Consumer Affairs' annual report submitted.</div> <div>3rd Qtr 09/10: Department initiates monthly enforcement reporting.</div> <div>4th Qtr 09/10: Board submits monthly enforcement reporting.</div>		Qtr 1		Qtr 2		Qtr 3		Qtr 4		a) License Verifications	N	%	N	%	N	%	N	%	≤ 10 days	56	29%	56	21%	70	38%			11-30 days	96	50%	98	37%	51	28%			31 + days	39	21%	112	42%	63	34%			b) Disciplinary Information									≤ 10 days	12	46%	22	67%	19	73%			11-30 days	9	35%	6	18%	6	23%			31 + days	5	19%	5	15%	1	4%			c) Other Information									≤ 10 days	7	37%	11	29%	16	37%			11-30 days	10	53%	17	45%	11	26%			31 + days	2	10%	10	26%	16	37%				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Subpoenas Received	6	3	4		Responded within required time	6	3	3		Not responded to within required time	0	0	1	
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